

## A PEOPLE-ORIENTED CULTURE

2009 was a tumultuous year that tested our resilience, adaptability and collaboration as a team, but nonetheless PSA pulled through due in part to the strong spirit of determination and cooperation between management, unions and staff. Indeed, culture building and skills upgrading were continually emphasised amidst a challenging business environment.

*Fish! Philosophy* continued its third year at PSA as the chosen platform to encourage work passion and engagement in the workplace. In 2009, emphasis on nurturing effective leaders was sustained in the inaugural “*LeaderFish!*” initiative for PSA’s leaders. Designed and facilitated by Group Human Resource, the program aligned participants on a common language to apply *Fish! Philosophy* and lead culture change.

The community of change agents formed at the leadership level provided further impetus for *Fish!* to spread to middle management as well as the rank-and-file at business units such as PSA Marine and Singapore Terminals. This has also successfully fuelled a culture of appreciation among 9,000 employees taking part in the 18-month “Have *Fish!* Will Travel” contest, where *Fish!* role models will win a sponsored trip to Seattle and visit its famous Fish Market – the origin of *Fish! Philosophy*.

With global trade stagnant for most of the year resulting in lower volumes, PSA management, unions and employees took opportunity in the lull periods to train, upgrade and transfer operational, technical and management skills to

staff, resulting in higher productivity, greater ability to multi-task and more flexibility for cross-deployment.

It was heartening to learn that some leaders at PSA received recognition for outstanding achievements. Group Chairman Fock Siew Wah topped the year’s National Day Awards in August when he was bestowed the “Distinguished Service Order” by the President of the Republic of Singapore, His Excellency S. R. Nathan. One of the highest state honours conferred by the Government of Singapore for exceptional contributions to the country, public service or community work, Mr Fock was the only recipient of this special recognition among 2009 Singapore National Day awardees. True to his giving and selfless disposition, Mr Fock continues to inspire and mentor the PSA leadership team with his values and practical wisdom. He has made an indelible impact on the whole organisation. During the year, PSA’s Global Head of HR & Corporate Affairs Caroline Lim also received affirmation from industry peers for her contributions to the HR profession when she was presented the “Outstanding Contributions to HR” Award by industry magazine HRM.

Moving ahead, PSA will continue to focus on improving skills and performance, individually as well as collectively as a Group. We will, through *Fish! Philosophy*, further enhance our culture of showing appreciation for others, so that our employees continue to find PSA a great place to work in.

